

OFFICE OF ADMINISTRATION  
DIVISION OF PERSONNEL

**PROGRESS REPORT**

ON:

**PERFORMANCE MANAGEMENT**

FOR  
**GOVERNOR'S**  
**COMMISSION ON MANAGEMENT AND PRODUCTIVITY**



SPONSORED BY:

DIVISION OF PERSONNEL  
EMPLOYEE DEVELOPMENT SECTION  
PO Box 388  
430 TRUMAN BUILDING  
JEFFERSON CITY MO 65102  
(573) 751-4514  
FAX: (573) 751-8641

Property of

LIBRARY

# Performance Management

---

**“A process for establishing a shared understanding about what is to be achieved, and how it is to be achieved, and an approach to managing people that increases the probability of success.”**

Taken from, **Performance Management: Breakthroughs in Achieving Strategy Through People**

## What is the Change?

---

### Performance Appraisal

Appraisal/Evaluation  
Backward Look  
Once a Year  
Paper Driven (form)

### Performance Management

Planning, Coaching, Appraisal  
Forward Look  
More Frequently  
Process Driven  
(communication)

## Major Elements

---

- Identify major elements of each employee's job
- Link the employee's job to the agency's strategic plan
- Develop realistic and appropriate performance standards
- Discuss performance with the employee on a regular basis
- Prepare and communicate constructive appraisals
- Plan for continuous employee development

## Agency Customization

---

- How often will progress meetings be held?
- How often will ratings be given?
- What records will be maintained?
- If forms are used, what will they look like?
- How will Performance Management be decoupled from administrative decisions?
- What developmental opportunities will exist for employees?

## COMAP Recommendations for Pilot Groups

---

- Reduce rating categories from five to three
- Decouple from administrative actions
- Tie to customer service
- Tie to agency's strategic plan
- Individual performance development plan for each employee
- Pilot groups start with managers

## Pilot Participants

---

### **Department of Agriculture**

Division of Animal Health

### **Department of Economic Development**

Division of Job Development and Training

### **Department of Mental Health**

Office of Departmental Affairs

Office of Human Resources

### **Department of Social Services**

Division of Family Services

# **Department of Agriculture**

## **Division of Animal Health**

### **PERFORMANCE MANAGEMENT PILOT GROUP MEMBERS**

Dr. John W. Hunt	Director of Animal Health
Dr. Richard W. Stringer	Deputy Director of Animal Health Poultry Veterinarian Pilot Leader - Voluntary Certification Program (Cabool)
Dr. Charles Massengill	Veterinary Epidemiologist State/Federal Cooperative Laboratory Director (California)
Dr. Duke Dana	Laboratory Director (Springfield)
Dr. Robert L. Tharp	Laboratory Director (Cameron)
Dr. Jerry Eber	Veterinarian II Statewide PRV and Animal Care (Columbia)
Dr. John Hennessy	District Veterinarian Statewide Equine (Poplar Bluff)
Dr. Don Mobley	District Veterinarian (Willard)
Dr. Carl Wasson	District Veterinarian (Aurora)
Missy Lueckenotte	Administrative & Fiscal Officer (Jefferson City)
Jim Mining	Animal Care Facilities Program Coordinator (Jefferson City)
Lee Weeks	Enforcement Program Supervisor (Jefferson City)
Ed Gladden	Food Safety & Quality Assurance Program Coordinator (Jefferson City)
Quentin Muenks	Laboratory Supervisor (Jefferson City)

### **Department Coordinators**

Cheryl Avant  
Mary Heermance

# STRATEGIC MANAGEMENT

**Strategic Plan:** How does this employee's position contribute to the division's strategic plan?

To ensure companion animals are produced and handled according to best management practices.

*Strategic Issues:* Animal Well Being, Staff Development

NAME: James S. Mining

JOB TITLE: ACFA Program Coordinator

TIME PERIOD: July 1, 1997 thru June 30, 1998

DATE DEVELOPED: June 16, 1997

ESSENTIAL FUNCTION(S)	GOALS	STEPS TO ACHIEVE GOALS	PROGRESS TOWARD GOALS	DATE OF REVIEW
<ul style="list-style-type: none"> <li>-Coordinate work of field staff engaged in program implementation; evaluate work of inspectors for quality, methods and adherence to policies and procedures;</li> <li>-Provides administrative and technical program support to the state veterinarian, advising him of problems encountered by field staff, makes recommendations of statutes, regulations, policies and procedures;</li> <li>-Provides technical assistance and consultation to field personnel, develops and conducts program-specific training courses;</li> </ul>	<ul style="list-style-type: none"> <li>-To assure that all facilities subject to the Animal Care Facilities Act are licensed as required.</li> <li>-Complete and distribute an information package that defines the requirements for acting as an animal care facility.</li> <li>-Develop and conduct training programs on handling animals during transportation and marketing process.</li> </ul>	<ul style="list-style-type: none"> <li>-Department contact with all commercial breeders, boarding kennels, pet shops, dog kennels, &amp; animal shelters.</li> <li>-Provide all licensees with ACFA regulations and laws.</li> <li>-Schedule department training, participate in University of Missouri training, programs in regulatory enforcement, reporting and inspection procedures.</li> </ul>	<p>work conference scheduled 9-16th/18 Dr. Jones Nutrition workshop to highlight</p> <p>2 positions to attend UMC - week of November 10th</p>	8/27/97

# **Department of Social Services**

## **Division of Family Services**

### **PERFORMANCE MANAGEMENT PILOT GROUP MEMBERS**

Mack Abernathy	Area Director
Judy Loeffler	Assistant Area Director
Paula Neese	Assistant Area Director
Troy Pogue	Assistant Area Director
Marta Halter	County Director
Nita Williams	Income Maintenance Supervisor
John Hirner	County Director
Teresa Yager	Income Maintenance Supervisor
David Gaughn	County Director
Dea Nobis	County Director

### **Department Coordinator**

Resa Siedhoff

# STRATEGIC PLAN RELATIONSHIP:

Performance Plan  
Overall Appraisal

Asst. Area Director

Time Period: 4/97 - 9/97

To foster stability and continuity of quality services to families by serving as a resource to all Area 2 county offices for management of personnel, finances, and programs. This includes encouraging a philosophy of individual growth and self-sufficiency.

COMPONENTS	RESULTS/OUTCOMES	ACTIVITIES/STEPS INVOLVED IN ACHIEVING RESULTS/OUTCOMES	WHAT HELP DO YOU NEED TO ACCOMPLISH EACH ACTIVITY/STEP	DATES TO REVIEW PROGRESS				
				1	2	3	4	final
Management of Fiscal Resources	1. Plan for utilization of resources	1a. Area Management Team meet to evaluate FY97 spending by July 15, 1997  1b. Area Mgt. Team meet to determine FY98 allocations within two weeks of receipt  1c. Develop allocation formula for counties with input from County Directors	Active participation from all Area Staff.	4/27	6/14	8/11		
	2. Monthly priorities of county expenses.	2a. Develop a system for monthly feedback with each county.  2b. Meet monthly with County Directors to discuss resources and provide written feedback.	Input from County Directors as to needs					
Management and Development of Personnel	1. A professional development plan for each supervisor	1. Set-up a specific time to discuss with each supervisor.						
	2. Teamwork across county lines	2a. Sub-Area Meetings Structure bi-monthly meetings in sub-area in such a manner as to share concerns and a team approach to problem solving. Take a leadership role in	Participation of County Directors and Sup III's.					



# STRATEGIC PLAN RELATIONSHIP:

Performance Plan  
Overall Appraisal

Asst. Area Director  
Time Period:

COMPONENTS	RESULTS/OUTCOMES	ACTIVITIES/STEPS INVOLVED IN ACHIEVING RESULTS/OUTCOMES	WHAT HELP DO YOU NEED TO ACCOMPLISH EACH ACTIVITY/STEP	DATES TO REVIEW PROGRESS				
				1	2	3	4	final
Program Management Consultation	2. Teamwork across county lines (cont.)	encouraging creative approaches to everyday problems.						
	3. Enhanced program delivery system.	3. Identify competencies of supervisees.  4. Provide and/or seek out training for staff to acquire needed skills. Support Lincoln County in a move toward independence while earning respect within the community, as well as, the agency. Provide help for three months. Provide supervisory training. Help Marlon Co. to develop stronger internal working relations. Provide opportunities for staff to interact with other counties not only when help is needed from other counties.	Input from County Director Assessment Tool  Commitment from Lincoln County Administration					
	Enhance FCS in Area	1a. Set aside time to prepare monthly meetings with counties to go over reports, personnel issues, program issues, etc.  1b. Be present and actively participate at scheduled administrative meetings.  1c. Structure information sharing, staff training, meetings, etc.	Commitment from Area Staff to attend and actively participate in development of a plan					

4/27  
6/16  
8/11

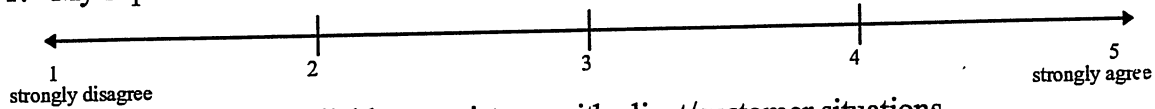
Employee	Title: Asst Area Dir.	Date 4/27/97	Employee	Title: Asst. Area Dir.	Date
Supv/Rater <i>Mark Olney</i>	Title: Area Director	Date 4/27/97	Supv/Rater	Title: Asst. Area Dir.	Date..
Reviewer	Title	Date	Reviewer	Title	Date

## **EMPLOYEE FEEDBACK TO SUPERVISOR**

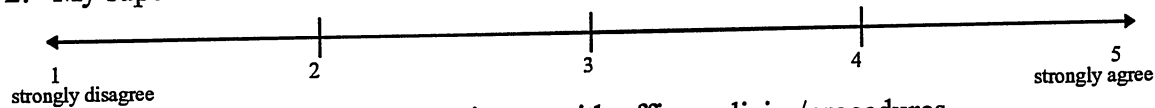
Please circle the number that you feel applies.

### **Availability**

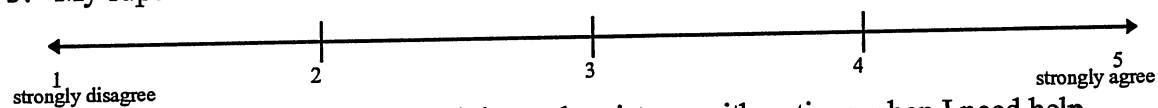
1. My supervisor is available to me when I need supervisory assistance.



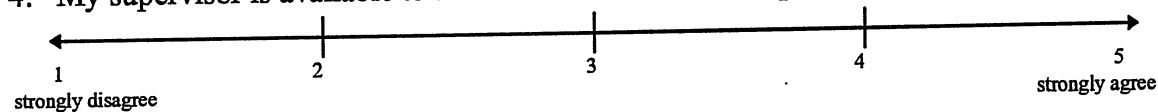
2. My supervisor is available to assist me with client/customer situations.



3. My supervisor is available to assist me with office policies/procedures.

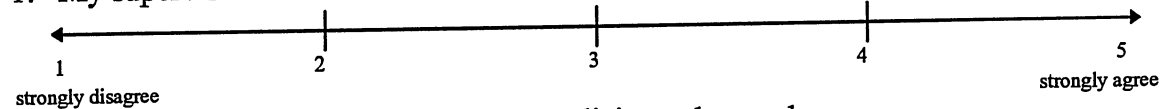


4. My supervisor is available to advise and assist me with options when I need help.

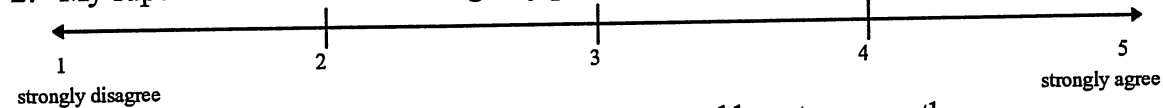


### **Knowledge**

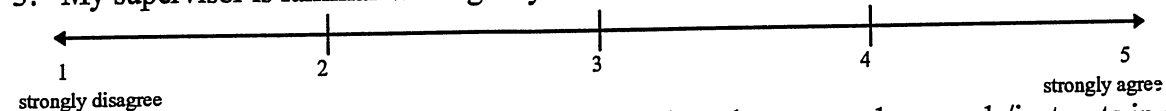
1. My supervisor understands the tasks, roles and expectations of jobs.



2. My supervisor is familiar with agency policies and procedures.



3. My supervisor is familiar with agency resources and how to access them.

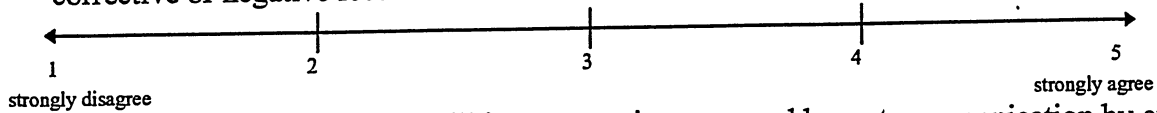


4. My supervisor is familiar with my strengths and weaknesses and responds/instructs in a manner appropriate to my experience and skill level.

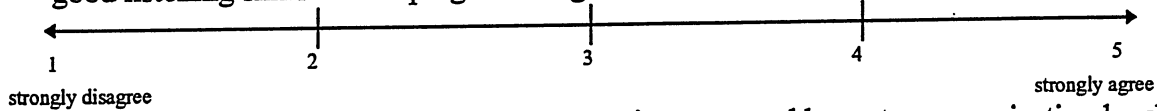


## Communication

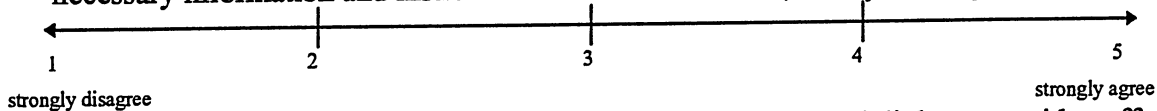
1. My supervisor demonstrates skill in encouraging open and honest communication by delivering corrective or negative feedback in a sensitive manner.



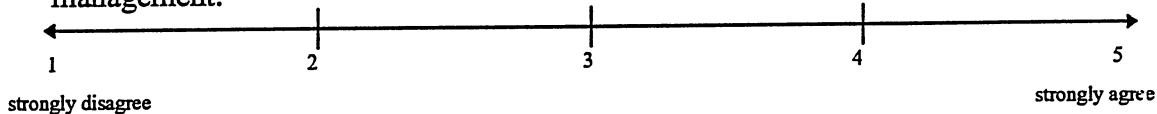
2. My supervisor demonstrates skill in encouraging open and honest communication by exercising good listening skills and helping/allowing me to talk through problem situations.



3. My supervisor demonstrates skill in encouraging open and honest communication by sharing necessary information and instruction with staff in a clear, timely and regular manner.

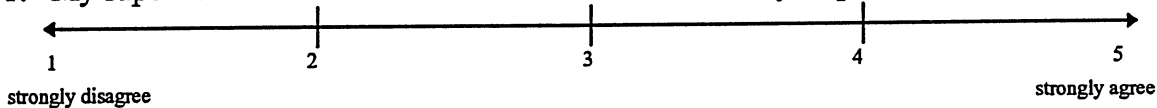


4. My supervisor demonstrates skill by exercising discreteness and diplomacy with staff, clients and management.

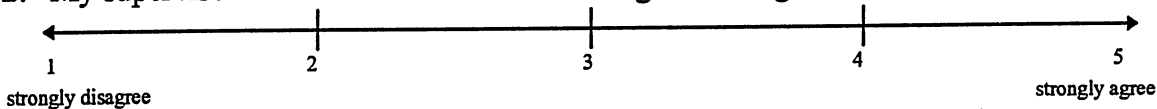


## Tasks

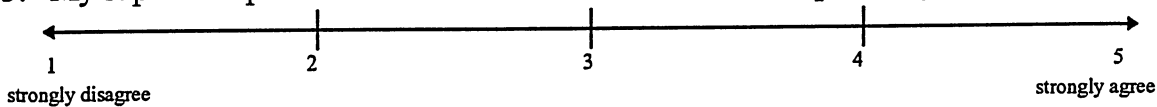
1. My supervisor has made clear to me the boundaries of my responsibility and authority.



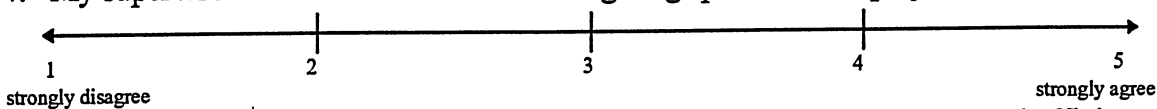
2. My supervisor demonstrates excellent teaching/mentoring skills.



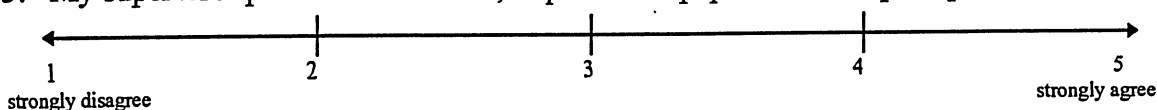
3. My supervisor promotes cohesion and morale within our supervisory unit.



4. My supervisor is fair and consistent in delegating special duties/projects.

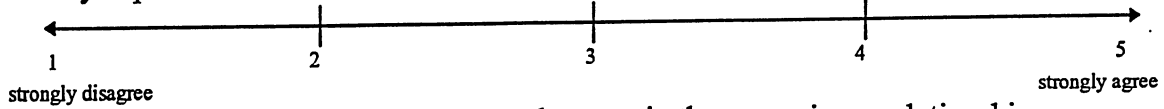


5. My supervisor processes decisions, requests and paperwork in a prompt and efficient manner.

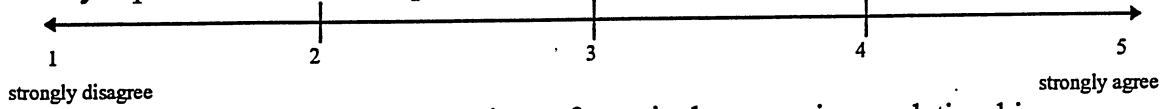


## Professionalism

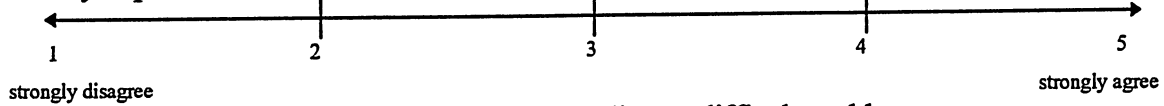
1. My supervisor exhibits fairness in the supervisory relationship.



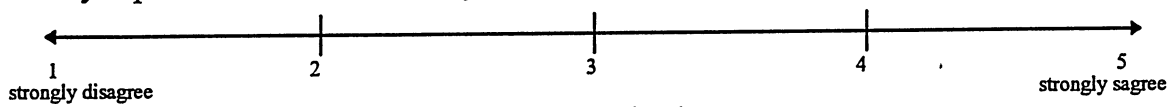
2. My supervisor exhibits and promotes honesty in the supervisory relationship.



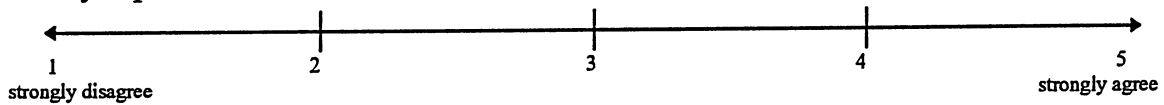
3. My supervisor exhibits an atmosphere of trust in the supervisory relationships.



4. My supervisor exhibits flexibility in responding to difficult problems.



5. My supervisor uses his/her authority appropriately.



# **Department of Economic Development**

## **Division of Job Development and Training**

### **PERFORMANCE MANAGEMENT PILOT GROUP MEMBERS**

Steve Kraus	Administrative Services Manager
Dajuana Carson	Clerk Typist III
Natoma Elliot	Personnel Clerk
Joe Herigon	Clerk I
Carl Rogers	Auditor II
Sandy Schaefer	Account Clerk I
Harry Struempf	Accountant II
Mike Walther	Auditor II

#### **Department Coordinator**

Margrace Buckler

#### **Internal Division Coordinator**

Randy McGhee

# PERFORMANCE MANAGEMENT PLANNING AND DEVELOPMENT

Strategic Plan: How does this employee's job fit in or contribute to the agency's strategic plan?  
Employees workload satisfies JTPA regulatory requirements

Type: ☐ New ☐ Probationary ☒ Regular

Job Title: Accountant II

Job Title: Section Manager

Date Plan Developed:

Planned Review Dates: September 29, 1997

Strategic Plan No.	Component/Expectations	Actions Needed to Succeed	Outcome Pass/Fail	Discussion Dates/Comments
	Financial Monitoring (as assigned)	Conduct monitoring as assigned by lead monitor; completion by June 30, of current fiscal year.	N/A	
		Issue monitoring reports for Steve's signature; 45 days after visit.	N/A	
		Review SDAs Corrective Action Plan (CAP), issue CAP acceptance letter or request follow-up information; 30 days after receipt of CAP.	Pass	SDA 13 correction to be reviewed; set-aside during close-out to be complete in 4th quarter.
	Billings	To be completed quarterly except for April, May, and June, which will be done monthly. Responsible for all billings.	Pass	Final billings done on One-Stops DFS Programs, Conservation, DNR, DYS, and DOSS.

Employee Signature

Rater Signature

Reviewer Signature

## PERFORMANCE MANAGEMENT PLANNING AND DEVELOPMENT

Strategic Plan No.	Component/Expectations	Actions Needed to Succeed	Outcome Pass/Fail	Discussion Dates/Comments
	Tax Credits Employer Withholding	Compile and send funds/ report (New Jobs Training Program) to Community Colleges (two weeks after receipt of report from DOR).	Pass	All done within two weeks.
	Contract Progress Reports (CPRs) from Sub-Contractors (Program Reporting)	Review and enter approximately 350-400 CPRs quarterly except for April, May, and June which are done monthly.	Pass	All CPRs done in timely manner.
	Contracts/Modifications/- Revision	Enter all contracts, modifications, and revisions into Dataflex after signature process is completed. This is where the CPR is initiated.	Pass	Done timely, this duty will be reassigned as we implement the new accounting system.
	Cash Forecasting and Drawdown Request Forms	Order cash weekly for all JDT subcontractors (Monday-Tuesday each week). Review and approve.	Pass	Done - Review and Approval only.



## PERFORMANCE MANAGEMENT PLANNING AND DEVELOPMENT

Strategic Plan No.	Component/Expectations	Actions Needed to Succeed	Outcome Pass/Fail	Discussion Dates/Comments
	Coding Warrants (temporary)	Code warrants after they are typed so they can be entered into subsidiary ledgers (DAC).	Pass	Coding passed partially to temporary accountant as she learned how.
	Obligation Report Form from Subcontractors.	This report is to ensure that the SDAs are meeting their 85% obligation requirement by the end of June 30.	Pass	Received in third quarter before auditor left so they could review.
		The report is due quarterly starting December each year (December, March, and June).	Pass	OK
	Notice of Obligations (NOOs)/Other Funding Awards	Keep track of all funding that JDT receives by program, etc.	Pass	

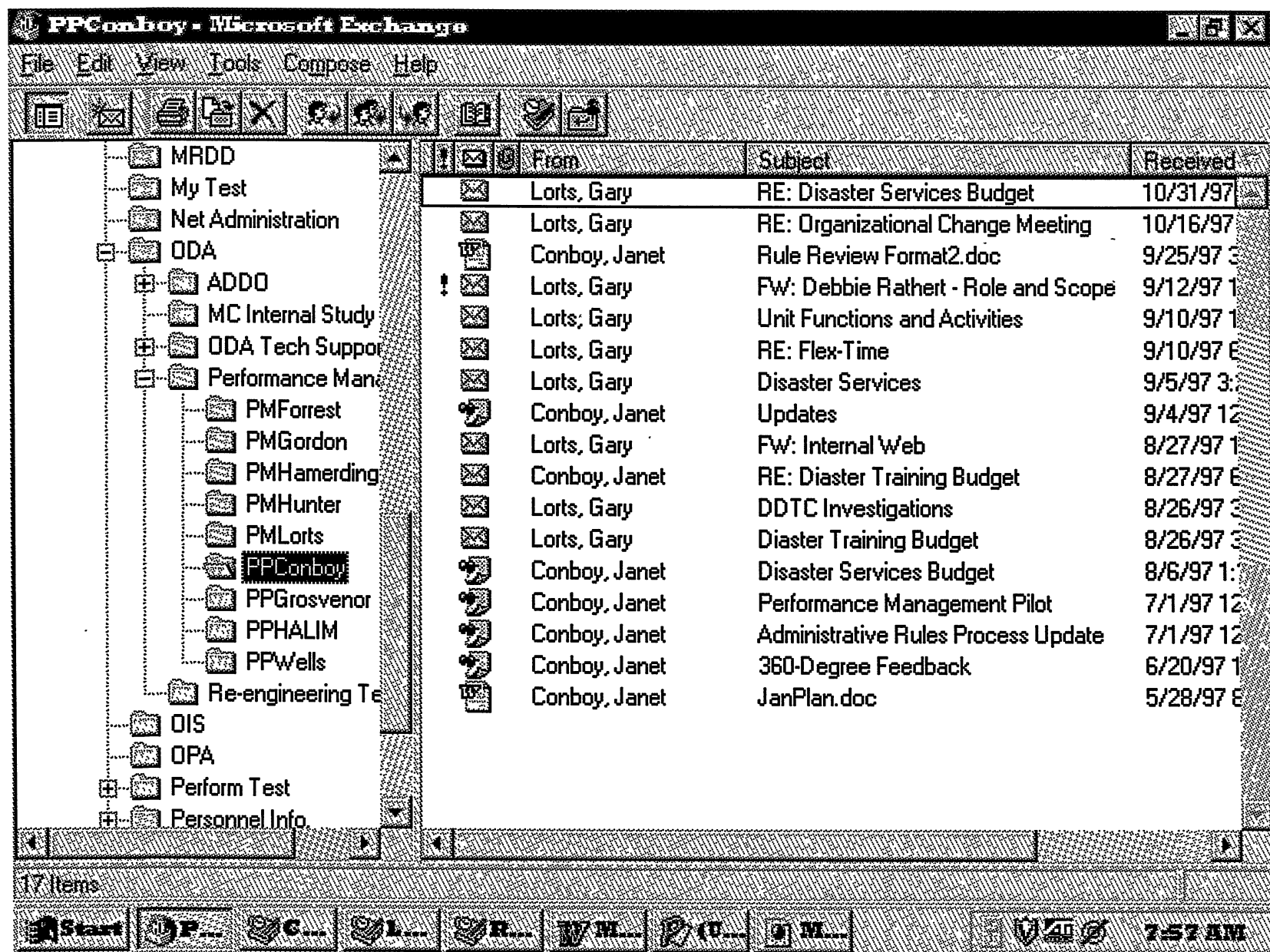
**Department of Mental Health  
Office of Departmental Affairs  
Office of Human Resources**

**PERFORMANCE MANAGEMENT PILOT GROUP MEMBERS**

Pat Graber	Deputy Department Director (reviewer)
Benton Goon	Deputy Director, ODA
Gary Lorts	Assistant Deputy Director, ODA
James Hunter	Licensure & Certification Unit Director, ODA
Suzanne Wells	Director of Medical Affairs, ODA
Gus Epple	Audit Services Manager, ODA
Steve Hamerdinger	Deaf Services Unit Director, ODA
Darleen Forrest	Abuse/Neglect Investigations Unit Director, ODA
Nkosi Halim	Housing Unit Coordinator, ODA
Jim Lowery	Deputy Director, OHR
Pat Murphy	Personnel Officer III, OHR
Jan Soucie	Personnel Officer II, OHR

**Department Coordinator**

Janet Conboy



Performance Management Pilot  
Janet Conboy  
Training & Development Coordinator  
Performance Plan Priorities and Outcomes  
March 12, 1997

***Strategic Plan Driver: Strategic Issue 12 Staff Training/Retention/Parity in Pay***

**COMPETENCIES, GOALS AND TARGETED OUTCOMES**

**1. Partnership**

- Goal: To respond to community coping needs in disasters and local crises swiftly and appropriately to enable and enhance recovery.
- **Objective #1: Disaster Mental Health Advisory Group will meet and establish terms of understanding by August 30, 1997**
  - **Members have been identified and will be meeting within the next few weeks 6/15/97**
  - **We are still working on this. A final agreement will be in place on November 18, when the Governor will also issue a proclamation in honor of the work. 10/9/97**

10-09-97 gl You have taken this project from a seed to the Governor.  
Good job as usual.

- **Objective #2: 120 mental health workers will participate in three Red Cross DMHS trainings in September, October and November, 1997 ;of those, at least 75 will sign up for the DSHR.**
  - **We are constructing a budget for the state employee trainings (First Aid and Disaster Mental Health Services), including travel, course materials. It should be available by mid-July 6/30/97**
  - **OHR has pulled a list of licensed social workers and psychologists within the DMH system. It is not accurate.6/27/97**
  - **We had to scale back our training goals due to limits with Red Cross. As it stands we will likely have 50 trained statewide by mid-November 10/9/97**
  - **Budget was completed and approved 10/9/97.**

10-09-97 gl I hope we don't need to use them but thanks to you and Debbie we have this capacity. What's the next step?

- **Targeted Outcome:** A cadre of disaster crisis counselors will be available for deployment in major disaster events or local emergencies as a result of CPS-ODA collaboration in contracting, program development and training.

**Janet you have done an excellent job in working with the State of MO Chapter of the American Red Cross in developing the Interagency Agreement for mental health workers in disaster situations. 07-02-97 gl**

# **PERFORMANCE MANAGEMENT**

## **Recommendations to COMAP Oversight Committee**

1. Reduce rating categories (from five to three)(perhaps three to two)
2. Loosen the tie between administrative actions
3. Tie to customer service and the agency's strategic plan
4. Professional development plan for each employee
5. Continue with occupational groups whose job responsibility changes over time (i.e. projects, supervision, management, programs, etc.)
6. Performance Management forms and formats developed and maintained at the agency level

# **PERFORMANCE MANAGEMENT**

## **DECISION AIDS AND PAY INCREASES**

Taken From:

**Performance Management Report  
Commission on Management and Productivity  
May 1996  
Attachment #3**

Pay for employees doing comparable work should be periodically reviewed by a joint salary committee. Salary increases should be adjusted based on an individual's relative ability to meet or exceed previously established performance standards, work objectives and/or agency goals, as well as the other measurement criteria listed below:

**Positive Influence on Output of Team.** Certain individuals contribute more to the team's output than others. Their direction, assistance, experience, or expertise help the team overcome problems or achieve its objectives.

**Ability to Solve Problems.** Everyone is expected to report problems back. But those who can solve a problem or make recommendations on how to solve the problem help the agency become more productive and responsive. As state agencies continue their movement toward improved customer service, we find that employee-generated solutions provide quicker response to customer needs.

**Length of Service.** Presumably, the longer one's successful experience in state government, the more the agency benefits from the experience; thus, length of service may be an effective measure of value to the organization.

**Impact on Work Output and Results.** Those employees who successfully complete the high impact assignments that carry more risk should be rewarded not only for their initiative, but also their ability to deliver results.

**Job Related Personal Development.** When individuals are provided developmental opportunities some take more advantage of the opportunities; others resist. We should reward those who have taken the initiative for personal development whenever we can show the relationship of the development to employee performance.

**Outside Market Value.** For those positions in short supply and high demand, the value of the job incumbent increases to the agency. We should recognize that value and reward the job incumbent accordingly.

## **DECISION AIDS AND PAY INCREASES (cont'd.)**

**Contribution to Agency's Service Delivery or Quality Improvement.** Individuals and teams that improve work processes; improve customer service; and make work operations more effective and efficient should be recognized for those results.

**Training and Development of Other Employees.** Certain employees become employee mentors and trainers. They take the time and interest to make sure other employees know the right way to do the job. Too often, these mentors are not recognized for this contribution to agency productivity. Instead, the mentoring is something they do in addition to their own work load.

**Quality, Quantity, and Timeliness of Results and Work Output.** The employee's accomplishments in these areas should be recognized in the pay review system.

**Absence of Performance-Related Discipline.** If a disciplinary action is related to performance; the performance problem may be used as a basis to deny a pay for performance increase. Disciplinary actions that are unrelated to performance need not necessarily be viewed as a bar to a performance increase.

**Future Potential.** Demonstrated growth and ability to learn is valuable to the future effectiveness of the organization. Pay increase consideration for employees progressing at an accelerated rate can be a key employee retention factor in a competitive market.

# **PERFORMANCE MANAGEMENT**

## **Roll-Out in 1998**

### **JANUARY**

- Selection of new Performance Management work teams
- Existing Performance Appraisal class modified to include Performance Management concepts without formal conversion

### **FEBRUARY - MARCH**

- New Performance Management work teams attend training in Performance Management and Continuous Performance Progress Meeting Skills

### **APRIL**

- First cycle (4/98 - 3/99) of Performance Management for new work teams begins

### **APRIL - JUNE**

- Train-the-Trainer programs begin for agency personnel officers, trainers and others with HR responsibilities regarding Performance Management

Participants are advised of the agency changes needed to transition from Performance Appraisal to Performance Management

- Each agency is asked to develop a plan for implementation with timelines

### **JULY - AUGUST**

- Agencies develop and submit plans for implementation

### **SEPTEMBER**

- Plans for implementation submitted and reviewed by STAC

### **JANUARY 1999**

Division of Personnel begins implementation based on plans and timelines submitted by agency. Agencies who are ready to receive training are provided training as possible. Those requesting more time for implementation are accommodated



